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PROPOSED DCI/NFIP STRUCTURE

For the purpose of integrating the various aspects of the DCI's Intelligence Community management responsibilities for the National Foreign Intelligence Program, a series of substantively-oriented DCI Programs should be established. These programs would provide the DCI with a conceptual framework in which the related functions of establishing objectives, priorities, and requirements; evaluating current and potential capabilities; and providing guidance to program managers on resource allocation can be fitted. This conceptual approach would focus the DCI's role in Community management on those aspects of management where his role is primary and least disputed--the establishment of national intelligence objectives, priorities, and requirements and the evaluation of national intelligence capabilities.

Eight DCI programs are proposed:

- USSR/Eastern Europe
- China
- Western Europe
- Middle East
- East Asia/Pacific
- Latin America
- Africa
- International Economics

These program concepts reflect, for the most part, the substantive divisions into which the intelligence and foreign policy communities have divided themselves both in thinking about foreign affairs and in organizing their efforts. Past and present intelligence guidance (PNIO's, DCID 1/2, IGCP, KIQ's, etc.), functional descriptions of intelligence resources (CIRIS, CCP

Subelements, etc.), organization of intelligence collection and production organizations (DDO Area Divisions, OCI, NIO's, DIA/DI, DIO's, NSA/PROD, etc.) and intelligence user organizations (State Department bureaus, OSD/ISA, JCS/J5, NSC Staff, etc.). These program concepts would not accommodate all intelligence requirements and all resources. Special requirements, such as narcotics intelligence, general research, and development of broadly applied intelligence capabilities, are difficult to fit into such a structure and may better be handled as separate items. Intelligence resources applied to general support activities, basic R&D, and contingency reserves can not, for the most part, be related to specific intelligence requirements. However, most national intelligence requirements can be fitted into these eight programs and most intelligence collection, processing and production resources, as well as certain applied R&D activities, can be related to these programs.

Using these substantively-oriented program focuses the DCI's attention on the substantive aspects of Community management in a manner that would minimize areas of dispute with Community Program Managers and would provide a better basis for DCI guidance and influence than the past focus on appropriation categories and program elements. This approach should also result in the DCI being better informed on the capabilities of the Community to fulfill his requirements and on significant gaps in these capabilities and the efforts being made to fill them.

Adopting the concept of DCI Programs should improve the ability of the DCI's staffs and committees to support him by providing a unifying and common conceptual framework into which their complementary capabilities and responsibilities can fit.



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DCI PROGRAMS	NEEDS	CURRENT PROGRAM			FUTURE PROGRAM		
	OBJECTIVES PRIORITIES REQUIREMENTS KEY QUESTIONS	DESCRIPTION -WHO -WHERE -HOW -\$/MP	CAPABILITIES -CURRENT -POTENTIAL	SIGNIFICANT GAPS	GUIDANCE	PROPOSALS	APPROVED PROGRAMS/ BUDGETS
USSR/Eastern Europe -Strategic Forces -Theater Forces -Political/Economic							
China -Military -Political/Economic							
Western Europe							
Middle East							
East Asia/Pacific							
Latin America							
Africa							
International Economics							

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